

Springfield Strategic Plan

Transportation



Vision

Through community and regional partnerships, the City of Springfield should work with the surrounding region to create a vibrant transportation system that successfully links people, goods, and places through a safe, sustainable, efficient, effective, and accessible network that supports seamless connections for all modes of travel, thereby maintaining and enhancing economic vitality and quality of life.

Assumptions

The Springfield Region is defined as the Ozarks Transportation Organization (OTO) study area – Battlefield, Nixa, Ozark, Republic, Springfield, Strafford, Willard, and the surrounding portions of Greene and Christian Counties.

The Springfield Strategic Plan will provide guidance for the City of Springfield over the next twenty years, with specific strategies that can be addressed in the next five years. The Ozarks Transportation Organization Long Range Transportation Plan (Journey 2035) provides guidance for the OTO region for the next twenty-five years. The OTO LRTP will include the planning efforts of all member jurisdictions in plan development. The City of Springfield Strategic Plan process began at the same time as the OTO LRTP planning process. To ensure inclusion of the new Springfield plan, and to assist in the development of the transportation portion of the plan (as OTO has done for many of its member jurisdictions), OTO has volunteered to help staff the Transportation Planning Committee for the Springfield Strategic Plan. The recommendations and planning assumptions contained in the Springfield Strategic Plan will be incorporated with the other OTO jurisdiction's recommendations and planning assumptions into the OTO LRTP.

Center City, as defined by the *Springfield-Greene County Vision 20/20 Comprehensive Plan*, is a diverse group of business, residential, and civic districts including and surrounding the historic central business district. This area encompasses what was, at the turn-of-the-century, the entire city limits of Springfield. It is bounded roughly by Commercial Street on the north, National Avenue on the east, Grand Street on the south, and Grant Avenue on the west. Thus, Center City is approximately 1.3 miles wide and 2.3 miles long. Within Center City are several districts:

- The Greater Downtown District, which is composed of the historic central commercial core around Park Central Square, the University Plaza area, portions of the Walnut Street Historic District, the northern half of the Southwest Missouri State University campus, and portions of the Jordan Creek Valley
- The Commercial Street District
- The Government Plaza District and the adjoining Drury College and Ozarks Technical Community College

- The Midtown Neighborhood, including the Boonville Avenue corridor and the Midtown Historic District
- The West Central Neighborhood
- The central industrial area in the Jordan Creek Valley
- Other large institutional uses in Center City are Cox Medical Center North and the home offices of the Assemblies of God church

<http://www.springfieldmo.gov/planning/pdfs/centercity.pdf>

Complete Streets are designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists, and transit riders of all ages and abilities must be able to safely move along and across a complete street (www.completestreets.org).

The Springfield Region will continue to grow and experience demographic changes, while continuing to serve as the retail, medical, educational, and employment hub for the Springfield region, as well as southwest Missouri. High quality of life and livability will continue to be a priority for the population at most income levels, but the definition of quality and livability will evolve and change.

The Springfield region will continue to remain attractive for population growth and as a relocation destination. With continued increasing and consistent regional growth and opportunities for economic development, there will be increasing demand for transportation infrastructure to accommodate the movement of the region's population, goods and services, business commerce, and tourism traffic patterns.

In the next twenty-five years, several factors will create a continued and ever increasing public demand for transportation choices, including rising fuel costs, air quality, land use policies, traffic congestion, new businesses needing a viable transportation network, and young professionals with expectations about having choices as they relate to their own transportation needs.

As fossil fuel becomes significantly more expensive, alternative fuels for vehicles will become much more common. Public transportation, playing a key role in the health and well-being of all constituents, is vital to economic vitality and sustainability, and can serve as a catalyst to all new opportunities.

In the future, personal automobiles will still fulfill an important role, but people will not distinguish themselves as motorists, or transit users, but instead will see themselves as someone who uses whatever mode(s) suit(s) a particular trip.

All users want to make use of all existing systems. Vehicular traffic, pedestrians, and cyclists will continue to be within street or trail rights-of-way as appropriate. The street right-of-way includes sidewalks or other parallel paths along the travel lanes of a roadway.

The Springfield-Branson National Airport will continue to be an important hub to move people and goods across the country.

Safety will be a top priority.

Government agencies have limited resources; therefore it can be assumed that all projects will make use of the most cost effective methods and materials. Most projects are maintenance projects.

The natural environment is a recognized resource for the region.

Efficient means doing things right. Effective means doing the right things.

Major Goals

1. Economic Development

Encourage economic growth and vitality for Springfield and the region by providing transportation infrastructure and facilities that ensure opportunities for future economic development and promote desired growth.

2. Multi-Modal, Interconnected System

The City of Springfield should work within the region to develop, implement, and maintain a multi-modal transportation system that supports jobs, housing, education, accessibility, recreation, clean air, water conservation and sustainability.

3. Quality of Life and Livability

The City of Springfield should work to improve quality of life and livability by enhancing the effectiveness and aesthetics of the collective transportation system, improving the connectivity and accessibility of the street, pedestrian, and bicycle networks, promoting urban density and efficient development patterns, and increasing the efficiency and convenience of the existing public transit system.

4. Operations and Maintenance

The City of Springfield should continue to maintain streets, sidewalks, trails, and the airport, using the most effective strategies to maximize the efficient operation of the existing systems, keeping in mind safety, accessibility, sustainability, and collaboration.

5. Transportation Advocacy and Needs Assessment

The transportation network should be monitored periodically, providing feedback for the support of the most comprehensive solution for transportation demand, safety, quality of life, economic development, availability of applicable funding, and the maximizing of beneficial returns on transportation investments.

Objectives

1. Economic Development

Encourage economic growth and vitality for Springfield and the region by providing transportation infrastructure and facilities that ensure opportunities for future economic development and promote desired growth.

5-Year Objectives

- A. Identify by way of a map and plan for desired areas of redevelopment along existing transportation corridors through the creation of a plan which delineates redevelopment corridors and presents a toolbox to facilitate said redevelopment.
 - Responsible Parties
 - Lead Agency – Springfield Planning Department
 - Approval By – Planning and Zoning Commission and City Council
 - Additional Stakeholders –
 - Springfield Area Chamber Transportation Committee
 - MoDOT
 - UDA
 - Private Developers
- B. Continue to plan for and preserve new roadway corridors in anticipation of future development, to improve connectivity, and to relieve congestion.
 - Responsible Parties
 - Lead Agency – Each Jurisdiction’s Planning and Zoning Commission
 - Coordinated by – OTO
 - Additional Stakeholders
 - Public Entities (City, County, State, and Federal Stakeholders)
 - MoDOT
- C. Identify areas with a plan, which are appropriate for new development (including greenfield and brownfield) throughout the transportation network through the use of economic incentives, accelerated transportation improvements, and other pro-active methods in order to be prepared for response to economic development projects. The plan should be specific with listed improvements for each location. At the same time continue to support transportation and infrastructure needs for developments such as Partnership Industrial Center, Partnership Industrial Center West, IDEA Commons and other employment centers where special attention has been and should be paid for new job creation and investment.
 - Responsible Parties
 - Lead Agency – Springfield Economic Development Department
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)

- Springfield Business Development Center
 - Springfield Area Chamber of Commerce
 - Springfield Area Chamber Transportation Committee
 - City Utilities
 - Ozarks Regional Economic Partnership
- D. Promote the growth and development of the Springfield-Branson National Airport to maintain competitive commercial air service and meet general aviation needs of the business community. Continue development of the General Aviation facility so it generates a similar impression upon users as the new Midfield Terminal. Both should provide economic development opportunities for Springfield.
- Responsible Parties
 - Lead Agency – Springfield-Branson National Airport Board
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Springfield Area Chamber Transportation Committee
 - Ozarks Regional Economic Partnership
 - Private Corporations
- E. Develop a strategy to best maintain and develop the configuration of rail within the Springfield region. Current studies should be reviewed and updated, while considering both interaction with the transportation system and current and future properties served by rail.
- Responsible Parties
 - Lead Agency – Springfield Planning
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Burlington Northern Santa Fe Rail Road
 - Southwest Area Manufacturers Association
 - Individual Businesses

Future Focus

- Continue to Identify and plan for desired areas of redevelopment along existing transportation corridors.
- Continue to ensure funding is available to participate in economic development/transportation cost sharing to encourage the creation of new jobs and investment in our community. State funding matches, participation with private investment and city-county partnerships should be encouraged to accelerate improvements needed for economic development projects and pools of funds should be set aside for such uses.
- Continue to plan for and preserve new roadway corridors in anticipation of future development, to improve connectivity, and to relieve congestion.
- Encourage new development throughout the transportation network through the use of economic incentives, accelerated transportation improvements, and other pro-active methods in order to be prepared for response to economic development projects.

- Continue to support transportation and infrastructure needs for developments such as Partnership Industrial Center, Partnership Industrial Center West, IDEA Commons and other employment centers where special attention is paid for new job creation and investment.
- Promote the growth and development of the Springfield-Branson National Airport including competitive commercial air service and meeting general aviation needs of the business community. Develop a plan to improve the General Aviation facility so it generates a similar impression upon users as the new Midfield Terminal. Both should provide economic development opportunities for Springfield.
- Continue to work with the railroad and rail stakeholders to ensure access and efficiency for the rail network in Springfield.
- Support should be given for international and inter-regional travel and commerce. Passenger and goods movements should be encouraged to grow between the Springfield region and other nearby regions. Connectivity between the jurisdictions of the Springfield region should be enhanced.

Performance Measures

- Plans and Studies Completed and Adopted
 - Should be commenced by Year 1, 95% Complete by Year 4, and Adopted or Presented by Year 5
- Customer Survey
- Questionnaire for Feedback from Developers
- Community Development Report Card
- Planned versus Actual Costs
- Monitoring the Number and Percentage of Properties Identified for Development that have had Activity

Estimated Cost to Achieve Goal

One-Time Cost: **\$500,000 for 3 plans**

Ongoing Cost: **\$**

Proposed Funding Sources:

- Bonds
- General Revenue Funds
- Sales Taxes (i.e., ¼-cent CIP tax)
- MoDOT Cost-Share Program
- ROW Exactions
- Tax Credits/Incentives
- Public-Private Partnerships
- Development and Redevelopment Incentives including Tax Increment Financing (TIF)
- Brownfield and Greenfield/Economic Development
- Neighborhood Improvement Districts (NID)

- Community Improvement Districts (CID)
- Transportation Development Districts (TDD)

2. Multi-Modal, Interconnected System

The City of Springfield should work within the region to develop, implement, and maintain a multi-modal transportation system that supports jobs, housing, education, accessibility, recreation, clean air, water conservation and sustainability.

5-Year Objectives

- A. Create a Complete Streets Master Plan that is designed with a broader focus and all users in mind, including public transit users, motorists, pedestrians, bicyclists, and wheelchair users, as well as people who use other types of mobility aids and/or service animals in the course of their travel, with the ultimate goal to make walking, biking, and transit use safe and attractive. The plan should incorporate context sensitive design standards.
 - Responsible Parties
 - Lead Agency – Springfield
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - City of Springfield Traffic Advisory Board, including the Bicycle Pedestrian Subcommittee
 - Ozarks Transportation Organization, including the Bicycle Pedestrian Advisory Committee
 - Ozark Greenways, including the STAR (Sustainable Transportation Advocacy Resource) Team
 - MoDOT
 - Visually and Hearing Impaired Community
- B. Conduct a feasibility study to determine how to provide a convenient and direct public transit access to the airport, in order to provide air travelers a quick trip to and from the Springfield-Branson National Airport. In addition, maintain and develop strategies for increasing air travel, keeping in mind that connections between the airport and public transportation should be seamless.
 - Responsible Parties
 - Lead Agency – City Utilities
 - In conjunction with – Springfield and the Springfield-Branson National Airport Board
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Ozarks Transportation Organization, including the Bicycle Pedestrian Advisory Committee
 - MoDOT
- C. Conduct a study to determine the feasibility of creating High Speed independent passenger rail corridors from Springfield to both St. Louis and Kansas City.

- Responsible Parties
 - Lead Agency – MoDOT Multi-Modal Division
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Ozarks Transportation Organization
 - Springfield Chamber
- D. Conduct a study to create a robust intercity bus and regional network that operates attractive headways during rush hour service on key service routes and determine appropriate number of buses that would be required to support Springfield proposed population of 185,000 in 2035 and the regional population of 494,000 in 2035.
- Responsible Parties
 - Lead Agency – City Utilities
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Ozarks Transportation Organization
 - FTA
- E. Continue the development of north/south and east/west corridors that would facilitate linkages within Springfield and between the surrounding communities. Specific attention and support to be given to the current “Link” initiative within the City of Springfield to redevelop our existing streets toward a more friendly and safer environment for alternative and green modes of transportation.
- Responsible Parties
 - Lead Agency – Springfield Planning
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Ozarks Transportation Organization
 - MoDOT
 - City Utilities
 - Ozark Greenways, Inc.
- F. Provide accurate, up-to-date, real-time, user-friendly, and understandable transportation system information which is available to everyone including first-time visitors and residents, which encompasses all forms of travel. Develop standards for making transportation maps available on the internet, including the use of MapQuest, Google, Yahoo, and other alternative formats, which can be easily updated and made accessible to all users, including the mobility impaired.
- Responsible Parties
 - Lead Agency – Springfield
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Traffic Management Center
 - Ozarks Transportation Organization
 - MoDOT District 8
 - City Utilities

Future Focus

- Develop a strategy for implementation of the feasibility study recommendations to provide a convenient and direct public transit access to the Springfield-Branson National Airport.
- Implement the recommendation for creating high speed rail corridors.
- Implement the recommendation for creating a robust intercity and regional bus network.
- The City of Springfield should continually work within the region to plan and develop a transportation system that enhances and protects the region's natural environmental quality, cultural and historic resources, and communities by developing a regional congestion management program, including coordinated regional bus service, traffic operations improvements, transit, ridesharing, and telecommuting incentives. These initiatives should be coordinate with OTO's Congestion Mitigation Process document.
- Develop a transportation policy and a detailed plan that recognizes the importance of transportation for making the region mobile, efficient, and economically connected and strong. The region should provide reasonable access at a reasonable cost to everyone within the region by adopting a regional transit planning process and plan, with priority to uniformity, connectivity, equity, cost effectiveness and reasonable fares.
- Identify existing modal (physical) conflicts and impairments negatively impacting efficient modal movements of people and goods. Engineer reasonable solutions and implement necessary steps to mitigate these impairments.

Performance Measures

- Plans and Studies Completed and Adopted
 - Should be commenced by Year 1, 95% Complete by Year 4, and Adopted or Presented by Year 5
- Air Quality Monitoring
- Congestion Monitoring
- Annual Progress Report

Estimated Cost to Achieve Goal

One-Time Cost: **\$750,000 to \$1,000,000**

Ongoing Cost: **\$50,000/Annually**

Proposed Funding Sources:

- Assessment Districts
- Tax Increment Financing
- Private/Public Partnerships
- Development Impact Fees
- Federal Government – Grants
- State of Missouri

3. Quality of Life and Livability

The City of Springfield should work to improve quality of life and livability by enhancing effectiveness and aesthetics and improving the connectivity and accessibility of the street, pedestrian, bicycle, and light rail/monorail networks, promoting urban density and efficient development patterns, and increasing the efficiency and convenience of the existing public transit system.

5-Year Objectives

- A. Amend zoning regulations to encourage higher density human scale development along the street network and enhance streetscape aesthetics by minimizing setbacks, encouraging horizontal and vertical mixed-use development, and moving parking lots away from the street frontage.
 - Responsible Parties
 - Lead Agency – City Planning with the assistance of Public Works
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - MoDOT
 - UDA
 - Disabled Community
 - Ozark Greenways, Inc.
 - Private Developers
 - Missouri DED
- B. Consider traffic calming, decibel limits, and enhancing public space aesthetics (examples include street furniture, banners, pedestrian lighting, art, plantings, and special paving) in Pedestrian Districts (to be defined in the Complete Streets Master Plan) as tools to increase quality of life, safety, and access.
 - Responsible Parties
 - Lead Agency – Springfield Planning
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Ozarks Transportation Organization
 - MoDOT
 - UDA
 - UNA
 - Disabled Community
 - Ozark Greenways, Inc.
 - Springfield Regional Arts Council
 - Neighborhood Organizations
 - Property Owners
- C. Within the Complete Streets Master Plan, create design guidelines for all types of streets that address aesthetics, scale, and the Complete Street concept as ways of improving quality of life and livability for all residents.
 - Responsible Parties

- Lead Agency – Springfield Planning, with Public Works for the Design Guidelines
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Ozarks Transportation Organization
 - UDA
 - Disabled Community
 - Ozark Greenways, Inc.
 - Springfield Regional Arts Council
 - Neighborhood Organizations
 - Private Groups and Associations
 - Private Design Firms
 - Property Owners
- D. Improve existing high-traffic streets by using ITS/ATMS (Intelligent Transportation Systems/Advanced Transportation Management Systems), and other congestion and access management tools.
- Responsible Parties
 - Lead Agencies –
 - Public Works Traffic
 - Traffic Management Center
 - Ozarks Transportation Organization
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - MoDOT
- E. Develop a plan for locating new and existing utilities underground, thereby improving streetscape aesthetics and reducing outages. This plan should identify key redevelopment areas where utility relocation should be a priority.
- Responsible Parties
 - Lead Agencies –
 - Utility and Telecommunication Providers
 - Springfield Planning
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - City Utilities
 - Developers
- F. Improve the efficiency, convenience, and quality of the public transit system by providing direct easy-to-use bus routes that are connected to the pedestrian and bicycle networks, by using cleaner and quieter buses, and by adding a Center City shuttle system.
- Responsible Parties
 - Lead Agency – City Utilities and/or any future transit providers
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)

- City Utilities
- UDA
- Missouri State University
- Ozarks Clean Air Alliance
- Ozarks Transportation Organization

Future Focus

- Continue to enforce and revise amended zoning regulations that encourage higher density human scale development along the street network and enhance streetscape aesthetics by minimizing setbacks, encouraging horizontal and vertical mixed-use development, and moving parking lots away from the street frontage.
- Continue to review traffic calming, decibel limits, and enhancing public space aesthetics (examples include street furniture, banners, pedestrian lighting, art, plantings, and special paving) in Pedestrian Districts (to be defined in the Complete Streets Master Plan) as tools to increase quality of life, safety, and access.
- Enforce and review Complete Streets Master Plan, create design guidelines for all types of streets that address aesthetics, scale, and the Complete Street concept as ways of improving quality of life and livability for all residents.
- Continue to implement ITS/ATMS (Intelligent Transportation Systems/Advanced Transportation Management Systems), and other congestion and access management tools for the entire network.
- Implement a policy by which all appropriate new utilities are placed underground.
- Continue to improve the efficiency, convenience, and quality of the public transit system by providing direct easy-to-use bus routes that are connected to the pedestrian and bicycle networks, by using increasingly cleaner and quieter buses, and supporting a Center City shuttle system.

Performance Measures

- Plans and Studies Completed and Adopted
 - Should be commenced by Year 1, 95% Complete by Year 4, and Adopted or Presented by Year 5
- Pilot Projects
- Congestion Monitoring
- Air Quality Monitoring
- Meeting the Goals within the Ozarks Clean Air Alliance Clean Air Action Plan
- Amended Zoning Regulations
- Transit System ability to Meet and Exceed Service Standards

Estimated Cost to Achieve Goal

One-Time Cost: **\$500,000+**

Ongoing Cost: **\$1,500,000**

Proposed Funding Sources:

- Bonds
- General Revenue Funds
- Sales Taxes (i.e., ¼-cent CIP tax)
- MoDOT Cost-Share Program
- ROW Exactions
- Tax Credits/Incentives
- Development and Redevelopment Incentives including Tax Increment Financing (TIF)
- Neighborhood Improvement Districts (NID)
- Community Improvement Districts (CID)
- Transportation Development Districts (TDD)

4. Operations and Maintenance

The City of Springfield should continue to maintain streets, sidewalks, trails, and the airport, using the most effective strategies to maximize the efficient operation of the existing systems, keeping in mind safety, accessibility, sustainability, and collaboration.

5-Year Objectives

- A. Keep streets and sidewalks and trails in good condition with an emphasis on arterial streets.
 - Responsible Parties
 - Lead Agencies –
 - Springfield Public Works
 - Springfield-Greene County Parks
 - MoDOT
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
- B. The City of Springfield should coordinate operations and maintenance efforts with Greene County, the State of Missouri, rail, and transit to insure a seamless connection to the regional system.
 - Responsible Parties
 - Lead Agency – Springfield Public Works
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - MoDOT
 - Parks Department
 - BNSF
 - City Utilities
- C. The Springfield-Branson National Airport maintenance plan should continue to be implemented.
 - Responsible Parties
 - Lead Agency – Springfield-Branson National Airport Board
 - Additional Stakeholders –

- Public Entities (City, County, State, and Federal Stakeholders)
- D. Crash rates should be reduced on street system projects.
 - Responsible Parties
 - Lead Agency – Springfield Public Works
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - MoDOT
 - Police Department
- E. Accessibility should be improved on existing systems in conjunction with maintenance projects.
 - Responsible Parties
 - Lead Agency – Springfield Public Works
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Planning
 - MoDOT
 - Advocacy Groups
- F. Through the development of a toolbox that is regularly updated, ensure sustainable practices are incorporated on all projects.
 - Responsible Parties
 - Lead Agency – Springfield Public Works
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Planning
 - MoDOT
- G. User travel time should be improved in conjunction with maintenance projects.
 - Responsible Parties
 - Lead Agency – Springfield Public Works
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - MoDOT
- H. Opportunities should be sought to accommodate all users when planning maintenance projects.
 - Responsible Parties
 - Lead Agency – Springfield Public Works
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Planning

Future Focus

- Continue to keep streets and sidewalks and trails in good condition with an emphasis on arterial streets.

- Continue to coordinate operations and maintenance efforts with Greene County, the State of Missouri, rail, and transit to insure a seamless connection to the regional system.
- The Springfield-Branson National Airport maintenance plan should continue to be implemented.
- Continue to seek ways in which crash rates can be reduced on street system projects.
- Continue to improve accessibility on all systems in conjunction with maintenance projects.
- Regularly update and utilize the sustainable practices toolbox.
- Continue to improve user travel time in conjunction with maintenance projects.
- Continue to seek opportunities to accommodate all users when planning maintenance projects.

Performance Measures

- Use a rating system for roads, sidewalks, and trails – 75% good or better
- User survey to determine public’s perception of seamless connection (80% satisfaction)
- Airport Passenger Survey
- Compare crash rates before and after project
- Feedback from advocacy groups and the general public
- All environmental best management practices are incorporated in the projects
- Use travel time studies
- Use survey to measure effectiveness of user information (outside users)
- Use survey to measure satisfaction of all users to determine accommodation
- Air Quality Monitoring
- Congestion Monitoring

Estimated Cost to Achieve Goal

One-Time Cost: \$

Ongoing Cost: **\$21,000,000**

Proposed Funding Sources:

- Future sales tax increase
- ¼-cent CIP
- 1/8-cent transportation
- State Transportation Taxes
- Enhancement funds
- STP fund
- Grants
- FAA
- Airport Fees
- Park Sales Tax

5. Transportation Advocacy and Needs Assessment

The transportation network should be monitored periodically, providing feedback for the support of the most comprehensive solution for transportation demand, safety, quality of life, economic development, availability of applicable funding, and the maximizing of beneficial returns on transportation investments.

5-Year Objectives

- A. Secure a reliable and consistent database that will document and track area population habitat (housing base), employment trends, lifestyle, and consumer habits and movements, as well as business commerce and tourism traffic patterns.
 - Responsible Parties
 - Lead Agencies –
 - Springfield Planning
 - Springfield Public Works
 - MoDOT
 - Ozarks Transportation Organization
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Ozarks Regional Economic Partnership (Transportation Subcommittee)
 - Springfield Area Chamber Transportation Committee
 - Southwest Missouri Council of Governments
 - Convention and Visitors Bureau
- B. Engage all area stakeholders in the opportunity to be apprised of the data and correlated relationships so a consensus of multimodal transportation needs can be formulated, transportation priorities established, and adequate transportation funding budgeted. Develop an annual transportation report card and dashboard, putting regional statistics in one place.
 - Responsible Parties
 - Lead Agencies –
 - Springfield Planning
 - Springfield Public Works
 - MoDOT
 - Ozarks Transportation Organization
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - Ozarks Regional Economic Partnership (Transportation Subcommittee)
 - Springfield Area Chamber Transportation Committee
 - Southwest Missouri Council of Governments
- C. Evaluate the current transportation system to determine the role that the system plays in determining where the residents live, work, and obtain goods and services, quality of life, quality of environment, and in the ability of people and goods to safely and effectively reach their

destinations. This evaluation will address the public's attitude and habits regarding bicycling, walking, and the use of public transportation.

- Responsible Parties
 - Lead Agency – Springfield Planning
 - Additional Stakeholders –
 - Independent Consultant
 - MoDOT
 - Ozarks Transportation Organization
 - Ozarks Regional Economic Partnership (Transportation Subcommittee)
 - Springfield Area Chamber Transportation Committee
 - Southwest Missouri Council of Governments
 - Community Partnership of the Ozarks
 - Springfield-Greene County Parks
- D. The City of Springfield should work with the OTO to develop a composite transportation map of the region that identifies the key elements vital to a cooperative, regional, transportation planning and decision making process, such as regional activity centers, principal transportation corridors and facilities, and designated "green space."
- Responsible Parties
 - Lead Agency – Springfield with the Ozarks Transportation Organization
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - MoDOT
 - Ozarks Regional Economic Partnership
 - Springfield Area Chamber
 - Southwest Missouri Council of Governments
 - Springfield-Greene County Parks
- E. The City of Springfield will identify and work with responsible entities to develop public support and approval for a specific set of regional and local transportation priorities and (a) funding mechanism(s) to supplement (and not supplant) funding for priorities to be implemented with current and forecasted federal, state, regional, and local funding. Possible funding mechanisms that should be explored include expansion of the 1/8-cent transportation sales tax to all of Greene County or establishment of a regional transportation taxing district for the entire OTO metropolitan planning area.
- Responsible Parties
 - Lead Agency – Springfield
 - Additional Stakeholders –
 - Public Entities (City, County, State, and Federal Stakeholders)
 - MoDOT
 - Ozarks Transportation Organization
 - Ozarks Regional Economic Partnership
 - Springfield Area Chamber

- Southwest Missouri Council of Governments

Future Focus

- Continue and update needs assessment and civic engagement as described in this plan to ensure transportation planning efforts are adequately addressing and are consistent with current economic, technological and social conditions.
- Possible establishment of a regional mobility authority to fund and provide regionally significant corridor improvements, regional transit, and management and/or support of interregional transportation services such as intercity passenger rail services or connection to the Springfield-Branson National Airport.

Performance Measures

- Plans and Studies Completed and Adopted
 - Should be commenced by Year 1, 95% Complete by Year 4, and Adopted or Presented by Year 5
- Progress Report
- Monitoring of Transportation Revenues
- Consistency of collected data to determine data quality.
- Overall customer satisfaction measures (could come from existing City surveys, MoDOT surveys and/or OTO surveys).
- Overall positive trend in transportation report card.

Estimated Cost to Achieve Goal

One-Time Cost: **\$250,000 - \$350,000**

Ongoing Cost: **\$50,000 - \$75,000/Annually**

Proposed Funding Sources:

- City/County/Regional Transportation Tax
- State/Federal Transportation Planning or Transportation Research Grants

Inter-Relationships and Themes

Inter-Relationships

This section describes the inter-relationship of the above transportation recommendations with the other elements of the Springfield Strategic Plan.

Arts, Culture, and Tourism

Transportation serves not only as a conduit to the art facilities and cultural destinations of a community, but can be art as well. All modes of transportation, as recommended in this portion of the Strategic Plan, can connect Springfield residents to regional amenities such as the Art Museum, Juanita K. Hammons Hall for the Performing Arts, First Friday Art Walk in the downtown, Bass Pro Shops, Hammons Field – Home of the Springfield Cardinals, numerous educational and religious facilities, and entertainment districts such as downtown, C-Street, and the Battlefield Mall. Signage, wayfinding, and real-time user information are important tools in the accessibility of these destinations to residents and visitors. Springfield has already invested and is encouraged to continue investing in streetscape improvements. Landscaping, art, pavement markings, and lighting can contribute greatly to the appearance and safety of a thoroughfare, for pedestrians, bicyclists and motorists.

Early Childhood Development

Transportation safety is important in how children navigate their way to school. Safe Routes to School programs are a significant part of that safe transportation. The plan recommendations of bicycle, pedestrian, and transit improvements, and the implementation of a Complete Streets Master Plan, promote a safe environment for Springfield's children, and accomplish even more for children with special needs. Improving accessibility of the built environment offers a level of independence. Transportation also impacts children at school, not just on the way there. No-idle policies, like the one currently in place at Springfield R-XII schools, improve the air quality of the immediate environment around the schools.

Economic Development

This is a Major Goal of the Transportation component of this plan. Transportation improvements can have a direct impact on where and how land develops. Through targeted investment, rail considerations, and the provision of bicycle, pedestrian and transit amenities, Springfield can be positioned for increased economic development and recruitment of companies from outside the region, leading to additional employment. Transportation infrastructure can also benefit from increased economic development. Development often provides easements and/or infrastructure which benefit the public. Additional development can mean more resources through tax revenue, as well. Public-private partnerships leverage limited public funds for improvements, which in turn, can support additional economic development.

Education and Workforce Development

Transportation options can be an equalizer for access to education and workforce development. Bicycle, pedestrian, and transit facilities offer an economic and efficient way to travel between school and work. In Springfield, a connected system supports travel between the various universities and colleges. Springfield Public School transfer students who don't have access to school transportation, can use the public system to move around town. Transportation improvements around school facilities, including signage, striping, traffic control, and lighting, support safe and connected travel to and from those facilities. Expanded education efforts on the options available in Springfield, and on how to use those options, can and would improve the perception of opportunities that exist for access to education, workforce development, and employment.

Global Perspectives and Diversity

No matter the mode, transportation affects all members of society, even through the delivery of goods. Rail is recognized for its importance in shipping freight and its potential for the movement of passengers, especially when handled in separate corridors. The airport is also a key connection to the rest of the United States for people and freight, and from there, anywhere in the world. The plan recommends continued support of the Springfield-Branson National Airport and its competitive stance within the region.

Growth Management and Land Use

Transportation, like all infrastructure, impacts how growth is managed and land is developed. Through the promotion of density, the targeting of transportation investments, and the focus on multiple modes, land use development can be directly managed. This plan recommends the creation of tools that help guide development to key corridors, the identification of significant locations where investments can spur development, and the creation of Pedestrian Districts, while outlining how density, infrastructure, and aesthetic improvements can promote success in said Pedestrian Districts. Incentives for co-development can place the appropriate housing along corridors. Transit improvements can connect residential and commercial interests. Transportation improvements can help create the image Springfield has for itself.

Housing

Transportation is an essential component of location-efficient housing, which reduces automobile dependency through proximity to services, thereby reducing the percentage of the household budget dedicated to transportation. This plan includes many recommendations for bicycling, walking, and transit which can support location-efficient development. Springfield is also the hub of the region. A complete and efficient transportation network connects the region's residents to the region's largest employers, health care, higher education, retail, and industry.

Internal Organization

The recommendations contained in this plan require coordination among City departments and between the City and external organizations, both governmental and non-governmental. Most often Planning and Public Works are asked to work together in implementing recommendations. Multi-disciplinary teams may be one way of reducing silos in decision-making. There are several recommendations to modify zoning requirements, implement design guidelines, and to develop and implement plans which ensure the outcomes of the Strategic Plan. The Planning and Zoning Commission, as well as City Council, are needed to adopt these recommendations. The City should review its process for interagency coordination, as much expertise already exists throughout the community. Proposed funding mechanisms would also require some review internal to the City.

Natural Environment

Transportation impacts the natural environment in addition to the social environment. Through the enhancement of alternative modes of transportation, and reduced congestion on the street network, air quality can be greatly improved. Water quality can be addressed through stormwater improvements. Rain gardens can reduce the burden of stormwater run-off while providing streetscape aesthetics. Flood control projects can provide space for trail development. The use of wildflowers and native plants can reduce mowing requirements in the right-of-way. The use of sustainable materials and practices in construction projects can reduce costs and waste, while demonstrating a respect for future generations. The natural environment is a recognized resource for the region and is seen as key in promoting a high quality of life.

Public Health

Beyond its environmental impacts which also influence public health, transportation can have an effect on the fitness of the population. Through improved bicycle and pedestrian infrastructure, Springfield residents can be encouraged to be more active. The transportation network is a vehicle for access to health care. Safety improvements prevent injury and death, thereby protecting the public and reducing the ensuing social costs.

Public Safety

Safety is a recognized component of this plan. It is recommended that all necessary safety improvements are considered with all maintenance projects. The implementation of a Complete Streets Master Plan promotes the safe use of the system by all users, including those who are disabled.

Recreation and Leisure

Transportation is not only a means to a destination, but can provide enjoyment as well. Whether a Sunday drive, a motorcycle ride, a bicycle ride with the children, or a morning walk, the transportation system impacts these experiences. Improvements recommended in this plan that would enhance such experiences include congestion mitigation measures, improved sidewalks, and connected trails.

Transportation

This plan is the Transportation Component. It works to be comprehensive in its recommendations. The goal is to create a vibrant transportation system that serves all users, improving the region's economic vitality and quality of life.

Themes

Each element of the Springfield Strategic Plan has taken four themes into consideration – regionalism, sustainability, minimization of poverty, and civic engagement.

Regionalism

Regionalism is considered throughout this plan – in the Vision Statement, the Goals, and the Objectives. This City is consistently asked to work with the region's jurisdictions and organizations. This plan recognizes that transportation is not an activity unto itself. The decisions made for Springfield impact the surrounding region, while the transportation system in Springfield is also impacted by the activities and decisions of the surrounding region.

Sustainability

This plan supports both environmental and fiscal sustainability. From maintenance decisions to the management of growth, a respect for the environment and the use of public resources exists. The plan encourages redevelopment and the consideration of housing in proximity to services and employment. Decisions based on the consideration of quality of life are also based on consideration of environmental and fiscal responsibility.

Minimize Poverty

Redevelopment, economic development, job creation, and the provision of improvements that supports all modes increase access to education and employment, while decreasing household transportation costs.

Civic Engagement

The plan includes recommendations for customer surveys, citizen surveys, and the creation of report cards which can be used to help educate both the citizens and leaders. This information can aid the prioritization of spending and projects, while educating the public on the reasons behind that prioritization. Listening sessions and public meetings provide direct access for a synergistic relationship between the public and public officials. Armed with additional information, the public can engage in a stronger discourse on community decisions, and can act on that discourse with more confidence.

Volunteer Hours

The development of the transportation component of the Strategic Plan took place over the course of 11 meetings, a day-long planning workshop, and numerous subcommittee meetings. Total time dedicated to this planning effort is about 1200 hours. Total time spent by volunteers excluding City and OTO staff is over 560 hours. OTO staff time spent on this project is almost 300 hours. Additional community time expended at just the April 8 Planning Workshop is about 270 hours.

Appendix – Definitions

Accessible describes a site, building, facility, or portion thereof that complies with the Americans with Disabilities Act (ADA). An accessible route would be a continuous unobstructed path connecting all accessible elements and spaces of a building or facility. Interior accessible routes may include corridors, floors, ramps, elevators, lifts, and clear floor space at fixtures. Exterior accessible routes may include parking access aisles, curb ramps, crosswalks at vehicular ways, walks, ramps, and lifts. More can be found about making transportation facilities accessible at <http://www.access-board.gov/adaag/html/adaag.htm#tranfac>.

Activity Center is a location where there is a concentration of commercial and other land uses. Activity centers can vary in size from the central business districts in large cities to neighborhood shopping centers. They can also be the location of specialized land uses such as university campuses or research parks.

Bus is a mode of transit service (also called **motor bus**) characterized by roadway vehicles powered by diesel, gasoline, battery, or alternative fuel engines contained within the vehicle. Vehicles operate on streets and roadways in fixed-route or other regular service. Types of bus service include local service, where vehicles may stop every block or two along a route several miles long. When limited to a small geographic area or to short-distance trips, local service is often called **circulator**, **feeder**, **neighborhood**, **trolley**, or **shuttle service**. Other types of bus service are **express service**, **limited-stop service**, and **bus rapid transit (BRT)**. <http://www.apta.com/resources/statistics/Pages/glossary.aspx>

Commuter Rail is a mode of transit service (also called **metropolitan rail**, **regional rail**, or **suburban rail**) characterized by an electric or diesel propelled railway for urban passenger train service consisting of local short distance travel operating between a central city and adjacent suburbs. Service must be operated on a regular basis by or under contract with a transit operator for the purpose of transporting passengers within urbanized areas, or between urbanized areas and outlying areas. Such rail service, using either locomotive hauled or self-propelled railroad passenger cars, is generally characterized by multi-trip tickets, specific station to station fares, railroad employment practices and usually only one or two stations in the central business district. Intercity rail service is excluded, except for that portion of such service that is operated by or under contract with a public transit agency for predominantly

commuter services. Most service is provided on routes of current or former freight railroads.

<http://www.apta.com/resources/statistics/Pages/glossary.aspx>

Congestion Management Process (CMP) presents a systematic process for managing traffic congestion and provides information on transportation system performance. A CMP must:

- Measure multi-modal transportation system performance.
- Identify the causes of congestion.
- Assess alternative actions.
- Implement cost-effective actions.
- Evaluate the effectiveness of implemented actions.

A CMP should include alternative strategies for alleviating congestion and enhancing the mobility of persons and goods to levels that meet state and local needs. At the core, a CMP should include a data collection and monitoring system, a range of strategies for addressing congestion, performance measures or criteria for identifying when action is needed, and a system for prioritizing which congestion management strategies would be most effective.

<http://plan4operations.dot.gov/congestion.htm>

DED is the Missouri Department of Economic Development.

FAA is the Federal Aviation Administration.

FHWA is the Federal Highway Administration.

FRA is the Federal Rail Administration.

FTA is the Federal Transit Administration.

Heavy Rail is a mode of transit service (also called **metro**, **subway**, **rapid transit**, or **rapid rail**) operating on an electric railway with the capacity for a heavy volume of traffic. It is characterized by high speed and rapid acceleration passenger rail cars operating singly or in multi-car trains on fixed rails; separate rights-of-way from which all other vehicular and foot traffic are excluded; sophisticated signaling, and high platform loading. <http://www.apta.com/resources/statistics/Pages/glossary.aspx>

High Speed Rail (HSR) and Intercity Passenger Rail (IPR):

- **HSR – Express.** Frequent, express service between major population centers 200–600 miles apart, with few intermediate stops. Top speeds of at least 150 mph on completely grade-separated, dedicated rights-of-way (with the possible exception of some shared track in terminal areas). Intended to relieve air and highway capacity constraints.
- **HSR – Regional.** Relatively frequent service between major and moderate population centers 100–500 miles apart, with some intermediate stops. Top speeds of 110–150 mph, grade-separated, with some dedicated and some shared track (using positive train control technology). Intended to relieve highway and, to some extent, air capacity constraints.
- **Emerging HSR.** Developing corridors of 100–500 miles, with strong potential for future HSR Regional and/or Express service. Top speeds of up to 90–110 mph on primarily shared track (eventually using

positive train control technology), with advanced grade crossing protection or separation. Intended to develop the passenger rail market, and provide some relief to other modes.

- **Conventional Rail.** Traditional intercity passenger rail services of more than 100 miles with as little as one to as many as 7–12 daily frequencies; may or may not have strong potential for future high speed rail service. Top speeds of up to 79 mph to as high as 90 mph generally on shared track. Intended to provide travel options and to develop the passenger rail market for further development in the future.

*Corridor lengths are approximate; slightly shorter or longer intercity services may still help meet strategic goals in a cost-effective manner.

http://www.fra.dot.gov/downloads/Research/FinalFRA_HSR_Strat_Plan.pdf

ITS/ATMS stands for intelligent transportation system and advanced transportation management system, respectively). ITS is an umbrella term for a range of technologies including processing, control, communication and electronics, that are applied to a transportation system. It also includes an advanced approach to traffic management. ATMS is a traffic management system for monitoring and providing surveillance and traffic control to improve traffic flow on roadways. <http://www.roadtraffic-technology.com/glossary/>

Light Rail is a mode of transit service (also called **streetcar**, **tramway**, or **trolley**) operating passenger rail cars singly (or in short, usually two-car or three-car, trains) on fixed rails in right-of-way that is often separated from other traffic for part or much of the way. Light rail vehicles are typically driven electrically with power being drawn from an overhead electric line via a trolley or a pantograph; driven by an operator on board the vehicle; and may have either high platform loading or low level boarding using steps. <http://www.apta.com/resources/statistics/Pages/glossary.aspx>

Livability is a term currently utilized by the Department of Transportation. Six principles have been developed to coordinate policy among the DOT, Environmental Protection Agency, and the Department of Housing and Urban Development:

1. **Provide more transportation choices.**
Develop safe, reliable and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions and promote public health.
2. **Promote equitable, affordable housing.**
Expand location- and energy-efficient housing choices for people of all ages, incomes, races and ethnicities to increase mobility and lower the combined cost of housing and transportation.
3. **Enhance economic competitiveness.**
Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers as well as expanded business access to markets.
4. **Support existing communities.**
Target federal funding toward existing communities – through such strategies as transit-oriented,

mixed-use development and land recycling – to increase community revitalization, improve the efficiency of public works investments, and safeguard rural landscapes.

5. **Coordinate policies and leverage investment.**

Align federal policies and funding to remove barriers to collaboration, leverage funding and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.

6. **Value communities and neighborhoods.**

Enhance the unique characteristics of all communities by investing in healthy, safe and walkable neighborhoods – rural, urban or suburban.

<http://www.dot.gov/affairs/2009/dot8009.htm>

Location Efficient Development consists of residential and commercial development located and designed to maximize accessibility and overall affordability. This usually means that it is close to good transit service and public services, has good walking and cycling conditions and other features that reduce automobile dependency. It often involves urban infill, such as projects to redevelop inner-city neighborhoods or converting older industrial buildings to loft apartments. Location Efficient Development can also include efforts to cluster activities and services together into commercial centers, and to redevelop older downtowns. Residents and employees in such areas tend to drive less, rely more on alternative forms of transportation, and enjoy better transportation options than those who live or work in less accessible areas. Per-household transportation expenditures tend to be lower for residents in such areas. Residents of cities with high levels of transit ridership tend to spend significantly less per capita on transportation than residents of more automobile-dependent cities. Households in more automobile-dependent communities on average spend more than 20 percent of household budgets on transportation (over \$8,500 annually), while those in communities with more diverse transportation systems spend less than 17 percent (less than \$5,500 annually), representing thousands of dollars in annual savings. <http://www.vtppi.org/tdm/tdm22.htm>

Major Thoroughfare Plan is a plan by a municipality or other transportation planning agency that classifies existing arterial roadways and designates corridors for possible future arterials. The primary purpose of such a plan is twofold – to designate roadways for funding purposes and to reserve the location for possible future roads, but not necessarily to indicate that such roads will be built.

<http://www.texashighwayman.com/glossary.shtml>

MoDOT is the Missouri Department of Transportation.

Monorail is an electric railway of guided transit vehicles operating singly or in multi-car trains. The vehicles are suspended from or straddle a guideway formed by a single beam, rail, or tube.

<http://www.apta.com/resources/statistics/Pages/glossary.aspx>

Multi-modal pertains to the collective of various modes of transportation including walking, cycling, automobile, public transit, etc.

Pedestrian Districts are characterized by dense mixed-use development with a concentration of pedestrian-generating activities. These districts should be identified and classified in the Complete

Streets Master Plan as recommended under Major Goal 2 to insure that improvements in the right-of-way provide for the ease of pedestrian movement through the use of appropriate design treatments.

Personal Rapid Transit (PRT) should consist of fully automated vehicles capable of operation without human drivers; vehicles captive to a reserved guideway; small vehicles available for exclusive use by an individual or a small group, typically 1 to 6 passengers, traveling together by choice and available 24 hours a day; small guideways that can be located aboveground, at ground level or underground; vehicles able to use all guideways and stations on a fully coupled PRT network; direct origin to destination service, without a necessity to transfer or stop at intervening stations; and service available on demand rather than on fixed schedules (guidelines developed by the Advanced Transit Association).

<http://faculty.washington.edu/jbs/itrans/PRT/Background.html>

Public Transportation (also called **transit**, **public transit**, or **mass transit**) is transportation by a conveyance that provides regular and continuing general or special transportation to the public, but not including school buses, charter or sightseeing service.

<http://www.apta.com/resources/statistics/Pages/glossary.aspx>

Quality of Life at a personal level is the degree of enjoyment and satisfaction experienced in everyday life, embracing health, personal relationships, the environment, quality of working life, social life, and leisure time. At a community level, it is a set of social indicators such as nutrition, air quality, congestion, incidence of disease, crime rates, health care, educational services, and divorce rates.

<http://dictionary.bnet.com/definition/quality+of+life.html>

ROW is Right-of-Way.

Sustainability calls for policies and strategies that meet society's present needs without compromising the ability of future generations to meet their own needs. A public policy perspective would define sustainability as the satisfaction of basic economic, social, and security needs now and in the future without undermining the natural resource base and environmental quality on which life depends. From a business perspective, the goal of sustainability is to increase long-term shareholder and social value, while decreasing industry's use of materials and reducing negative impacts on the environment. Sustainable development reflects not the trade-off between business and the environment but the synergy between them. <http://www.epa.gov/sustainability/basicinfo.htm>

UDA is the Urban Districts Alliance. Formed in 1997 as a recommendation by Vision 20/20, UDA serves as an umbrella organization to coordinate and consolidate all Center City organizations into one cooperative effort. The board is composed of representatives from each of the districts and organizations – Downtown Springfield Association, Springfield Finance and Development Corporation, Springfield Regional Arts Council, Historic Walnut Street Association, Commercial Club, plus the Springfield Area Chamber of Commerce, City of Springfield, Springfield City Council, Greene County, City Utilities, Drury University, Ozarks Technical Community College, Missouri State University, and with representation from developers and other interested parties.

http://www.itsalldowntown.com/about_pages/5

UNA is the Urban Neighborhoods Alliance. The Urban Neighborhoods Alliance is a non-profit community development corporation designed to inspire and promote revitalization and preservation in our center city neighborhoods through public/private partnerships, education and grass roots participation, ensuring a vibrant urban community. The Urban Neighborhoods Alliance encompasses the five center city neighborhoods of Springfield, Missouri--Grant Beach, Midtown, Sherman Ave PAC, West Central and Woodland Heights. <http://www.unaonline.org/aboutus.php>